S E C R E T

DDA 84-0217/100

24 DEC 1984

MEMORANDUM FOR: Director of Communications
                   Director of Data Processing
                   Director of Finance
                   Director of Information Services
                   Director of Logistics
                   Director of Medical Services
                   Director of Personnel
                   Director of Security
                   Director of Training and Education
                   Special Support Assistant to the DDA
                   Chief, Safety Staff, DDA

FROM: Harry E. Fitzwater
                   Deputy Director for Administration

SUBJECT: Excellence

REFERENCES: A. DDA 84-0217/96

                   B. DDA 84-0217/99

    1. Two weeks ago, you were tasked via reference A to provide an update on
Excellence to me by 15 January 1985. This was in anticipation of a request
for an update by the Director. That request has arrived and is attached
(reference B). Please note that the Director specifically asked for "details
of substantive initiatives resulting from unleashing the troops to encourage
the exercising of initiative and creativity."

    2. We did not receive a suspense date from the Director for our response
to him. In the expectation that it will be very soon, I request that you
provide your input to [   ] DA Planning Officer, by 10 January 1985   25X1
(which is a change from 15 January 1985).

                                                                                25X1

                        Harry E. Fitzwater

Attachments:
  Cy of Refs A and B

UNCLASSIFIED Upon Removal
       of Attachment

                                                                                25X1

S E C R E T

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DDA Registry
84-0217/96

10 DEC 1984

MEMORANDUM FOR: Director of Communications
Director of Data Processing
Director of Finance
Director of Information Services
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training and Education
Chief, Career Management Staff, DA
Chief, Safety Staff, DA
Special Support Assistant, DA

DD/A REGISTRY

FILE: /- 8

FROM: Harry E. Fitzwater
Deputy Director for Administration

SUBJECT: Update on Excellence

1. The Directorate of Administration (DA) has been a leader in the Agency's Excellence Program. Some time has passed since the Director has received an update on Excellence activities in the DA. By 15 January 1985, please provide [   ] DA Planning Officer, with Excellence items accomplished by your component from August 1984 through the end of the calendar year. Also note any plans you may have for Excellence items in 1985.   STAT

2. Let's maintain our leadership and sustain the momentum for Excellence that we've already established.   STAT

Harry E. Fitzwater   STAT

DDA/MS [   ] (26Nov84)
Orig & 11 - Adses
1 - DDA Subject
1 - DDA Chrono
1 - DDA/MS Subject
1 - DDA/MS Chrono

Executive Registry	DD/A Registry
84- 10363	84- 0217/79

20 December 1984

MEMORANDUM FOR: Deputy Director of Central Intelligence
                  Executive Director
                  Deputy Director for Administration
                  Deputy Director for Intelligence
                  Deputy Director for Operations
                  Deputy Director for Science & Technology

FROM: Director of Central Intelligence

SUBJECT: Excellence

1. Some ten weeks ago you gave me a report on progress under what has become to be called the "excellence" campaign. These showed broad progress in delegating authority, reducing paperwork and other organization impediments to quick and effective action. You probably have the DDA's report on progress during the year and that shows many commendable initiatives. What I have not seen specifically, except in the DI report of ten weeks ago, are details of substantive initiatives resulting from unleashing the troops to encourage the exercising of initiative and creativity.

2. I know that some of this has occurred in all Directorates and that it is more likely to occur broadly and frequently, at least in a manner that is easily talked about, in others. Also, the DS&T, in its report of ten weeks ago, referred to an initiative to provide resources at the Directorate level for task forces on special problems. All the reports showed activity in encouraging, rewarding and providing resources for new ideas and new initiatives.

3. In short, I am satisfied that great progress has been made in removing impediments and providing encouragement of new initiatives and creativity. The ultimate test is how widely and how effectively has the creation of task forces, the bias for action, whatever we choose to call it, been manifested, on what needs and projects, and with what results? As a concrete illustration, what I am now looking for, and hope to get more of throughout the organization, is the kind of new activity laid out in the DI report of 17 August 1984 as indicated in the attached excerpt from that report.

William J. Casey

Attachment

25X1

SECRET

I think the Director's interest, and the Agency's in general, are more accurately reflected in the formation of task forces to take on a specific job, do it, and then disband. What follows are a series of examples of task forces that have been formed just within the last three months within the Directorate of Intelligence to address substantive problems:

-- OGI has formed a special task force to develop the means for exploiting newly available financial data relating to LDC economics, drug trafficking and grey area trade in arms and nuclear materials.

-- An inter-branch task force of analysts in four branches of OGI has been formed to improve work on the Third World debt problem.

-- At ALA's instigation, an Intelligence Community task force has been created to review and agree upon the data base and methodologies used to calculate the arms flow from Nicaragua to El Salvador.

-- ALA has established an informal task force to conduct collaborative analysis on the Latin American debt crisis. It includes elements of two divisions in ALA, one from OGI, and the NIO for Economics.

-- ALA has formed an informal task force with Treasury and State to analyze the IMF in Africa.

-- ALA has established as part of its FY-85 research effort a task force to identify and analyze key economic and political issues in Afica through the 1990s.

-- ALA has also formed a task force with participants from DDO, INR, NPIC, NSC and DIA to analyze key strategic facilities in Africa as a crisis management tool.

-- OSWR has created a task force to increase emphasis on future Soviet weapon systems. Special studies under the auspices of the task force include Soviet capabilities

25X1

-- OSWR is developing a task force to assess Soviet capabilities to develop responses to the President's Strategic Defense Initiative and is examining the possibility of a task force to address the Soviet Command, Control and Communications problem.

SECRET

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-- OCR also has formed a task force to examine the organization and functions of the main OCR indexing operations and to prepare the new central index file of SAFE.

-- The Analytic Support Group has created a task force planning for the delivery of _____ to headquarters.

25X1
25X1

-- ASG has created a cross-directorate group attempting to improve computer training available to analysts.

-- The Chief of ASG is chairing a SIGINT working task force to look at creative ways to use SIGINT for economic intelligence.

-- EURA and SOVA are creating an inter-office task force to address problems relating to CEMA, with a particular view to understanding better the broader implications of Soviet-East European economic relations.

-- CPAS has created a task force to explore ways in which foreign television broadcasts can contribute to current intelligence reporting and I&W responsibilities.

-- OIA has created an ad hoc group to develop a plan on how the office can best prepare for the new multi-spectral collection systems -- _____ (and even LANDSAT).

25X1

-- CRES has formed a task force to review the DI/ADP Modernization Study with particular emphasis on possible actions to deal with analysts' concerns over how to influence collection systems. _____

25X1

Other Initiatives

8. The Directorate has taken a number of other initiatives as an outgrowth of the Excellence undertaking to try and improve analysis. Some of these include:

-- OGI is creating cross-cutting branch units to pursue non-traditional research. For example, the Political Instability Branch will examine mechanisms for sudden change in a series of Third World countries and the Economic Analysis Branch is looking at a number of non-traditional areas such as Third World austerity and narcotics trafficking.

SECRET

-- OGI is pursuing new opportunities for cross-divisional analysis, identifying areas where skills unique to one division can be applied to substantive issues handled in another unit. For example, the team responsible for oil facilities vulnerability has been asked to look at the vulnerability of telecommunication systems and computer centers in key industrial countries with a view to terrorist threats. Analysts in the Commodity Analysis Branch are looking at patterns of Soviet commodity purchases with a view toward their impact on individual LDCs and potential leverage for the Soviets.

-- OGI also has developed several special programs to broaden the experience and perspective of analysts, including an "out of area assignments program" involving some 20 assignments in other government agencies·or overseas to provide first-hand experience in the use of intelligence or the opportunity to develop unique insights on substantive issues.

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-- OGI's Geography Division is exploring the possibility of contracting with local geography professors to set up special studies programs for non-geographers in the division highlighting systematic geographic research and the opportunity to apply elementary integrated techniques on foreign area topics.

-- OGI's Strategic Resources Division is establishing a training guide for its personnel, including appropriate academic course work from local universities based on area specialization, recommended short courses from universities or consultants in specialized topics, and a listing of appropriate conferences or seminars applicable to the division.

-- OGI's Geography Division also is trying to create an environment encouraging the "trickling up" of ideas from all employees in the division. Key substantive topics are identified within branches and then, similar to the drafting of the credo exercise, each branch discusses the topic and makes recommendations. By occasionally setting aside time, the division hopes to stimulate free and uninhibited thinking that will uncover good ideas.

-- ALA has undertaken an active program to improve dramatically its relations with the DO.
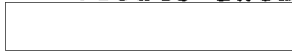
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SECRET

-- Virtually all offices in the Directorate have created
mentors for new analysts to see that the analysts get
the training and guidance they need, help in
understanding how our work is done, and in learning the
resources and opportunities available to them.

-- OSWR has started a guest speaker program, bringing in
outsiders to deal with specific substantive topics.

-- OSWR's management has set aside time each day to meet
with managers and focus on analytical developments and
discuss substantive issues. Discussion of management
and administrative concerns are forbidden at these
sessions.

-- SOVA has established review procedures to examine Soviet
force projections in the context of supporting
assumptions and key constraints that affect individual
weapon programs and overall production and deployment.
This systematic review of future forces considers order-
of-battle, force effectiveness data, and plant
production capacities as well as technical, political
and economic motivations and constraints.

-- Working groups have been established in SOVA to deal
with projections of specific categories of weapons to
assure consistency with all-source intelligence and to
identify industrial, economic and technological
constraints and incentives that affect individual
programs. Key supporting assumptions are reviewed and
if the intelligence bearing on individual programs is
ambiguous or weak the working groups may request
additional research or produce alternative projections.

-- OCR has established service representatives to both OSWR
and OGI. These representatives are charged with
evangelizing these offices and explaining and promoting
library support to analysts.

-- OCR has begun reviewing DI production plans to bring a
full range of OCR support services to bear on a problem
even before an analyst requests it.

-- EURA has initiated a new European Review feature called
"One Analyst's View" which is published with a
disclaimer and without any review.

-- The East European Division has begun using panels
throughout the process of researching, writing and
reviewing papers to bring together analysts and managers
who can provide ideas and support on a particular
subject to the analyst.

SECRET

-- OEA has been encouraging its people to apply new
approaches and methodologies. Recent examples range
from the formation of a new regional assessment staff to
produce cross-cutting East Asian wide regional
assessments to the recent report (which the DCI and DDCI
both have seen) on how well positioned we are for the
troubles ahead for both collection and analysis on the

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-- A series of informal seminars by SOVA and OSWR senior
analysts to keep Third World military analysts current
with weapon developments and weapon systems will begin
in September.

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